



# Release

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## **Investing in Excellence**

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In a competitive and challenging marketplace, firms in all business sectors want to stay one step ahead of their competition. Retaining the best people has therefore never been more important.

Particularly with competition between jurisdictions intensifying, there is a wider need for the finance industries in Guernsey and Jersey to focus on ensuring their workforces can compete on the global stage. The Boston Consulting Group's 'Trends in Offshore Wealth' report found recently, for example, that 'offshore' centres 'must position themselves...as possessing skills and expertise that cannot easily be found onshore' ([www.bcgperspectives.com](http://www.bcgperspectives.com)).

As a result, for firms in the Channel Islands, a focus on the provision of training and development for staff is becoming increasingly important, with a view to establishing a long-term, stable workforce.

## **Talent**

With this in mind, Deutsche Bank takes a strategic view in how it nurtures talent to create the business leaders of tomorrow. In an exciting development for the Bank last year, it launched its 'Talent Academy' in the Channel Islands, a scheme that involved eleven employees of mid-management level from both Jersey and Guernsey.

A fast-track scheme, it was established to identify and retain the best minds and the stand-out talent, and to aid with the Bank's succession planning. It offered those employees opportunities to further their experience on the global stage.

As a 'cross-divisional development program', it sought to introduce different areas of the bank to one another and break down barriers between business areas in both islands.

The program allowed those employees access to the Bank's most senior staff both within and from outside the Channel Islands, gave them experience of senior management decisions, challenged their existing perceptions and tested them through various projects and assignments.

Last year's inaugural program was so successful, that the Bank is running it again this year for another group of eleven staff from across both islands and the Bank's different business areas, who are again being tasked with a specific project and quite deliberately pushed outside of their comfort zone.

Nurturing talent is also something Deutsche Bank takes seriously at graduate and school leaver level too. The Deutsche Bank Summer Internship Scheme, for example, goes from strength to strength - in fact this summer saw the biggest intake the Bank has ever had, with another group of high quality under-graduates taking part. In addition, the Bank is frequently involved in internship and work experience programs in both islands such as those run by the Institute of Directors Highlands College, Jersey Finance and Young Enterprise and this year has taken on a graduate on an industry placement.

### **Personal Program**

Beyond this specific scheme, Deutsche Bank's attitude towards professional development is very much focused on nurturing the talent of its staff as individuals, not just as a cog in a machine. The support individuals need to receive in terms of professional development and career progression is becoming increasingly important both for the individual and the firm as a whole.

The emphasis is on encouraging staff to build their own personalised development programme by assessing their needs and helping them set their own career goals. There is not a single structured programme that will be suitable for all staff, which is why Deutsche Bank actively encourages staff to take responsibility for building their own individual plan.

Having a plan in place makes it easier for staff to set themselves challenges, identify their future training needs and progress in their careers, drawing on the wide range of resources the Bank can provide and undertaking a mix of learning and training options.

At Deutsche Bank that has always been a priority, with employees able to draw on a range of resources to help them in building specialist knowledge. Particularly where staff are able to undertake a qualification or training, the Bank is keen to provide support – by assisting with the cost of training or qualifications or by offering study leave.

In addition, the Bank has an online directory of training resources, events, workshops and courses - 'DB Learn' - which can be accessed by all staff and integrated into their own personal development plan.

As part of a global organisation, having the opportunity to be exposed to international markets is also highly valuable for staff wanting to develop their professional skills and gain experience of working and living in different locations around the world.

Recently employees from the Guernsey and Jersey offices have undertaken secondments in Singapore, Geneva, Mauritius and the UK. Those opportunities are so useful in sharing expertise across jurisdictions and in giving staff an alternative perspective on the business and their role.

All of this adds up to a comprehensive learning and development package helping staff to develop their expertise in a structured way and progress into areas of increased responsibility in the long-term.

## **Investment**

Particularly in the current climate, investing in employees through these multi-faceted, cross-sector programs and schemes is absolutely vital in ensuring that the Bank can stay ahead of its competitors and be geared up, thanks to the exceptional talent of its workforce, to meet the changing demands of the global financial services landscape that the Channel Islands compete in.

Having a comprehensive, appropriate and accessible training and development program for staff of all levels and encouraging them to build their own personalised development plan is crucial in achieving personal and business goals.

At Deutsche Bank, we aspire to be inventive, think differently to our competitors and set new precedents. That's why we foster a friendly culture where everyone is given the chance to excel as individuals and where every employee is encouraged to lead and not just follow. A business' success lies squarely with its people, which is why we are equipping staff with the skills and knowledge they need to help position the business even stronger in the long-term.

Ends.